



Max M. Fisher College of Business

DEPARTMENT OF MANAGEMENT AND HUMAN RESOURCES

PHD SPECIALIZATIONS IN HUMAN RESOURCES AND ORGANIZATIONAL BEHAVIOR

Max M. Fisher College of Business

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The faculty in the Department of Management and Human Resources at The Ohio State University Max M. Fisher College of Business actively research and teach in five major areas: entrepreneurship, human resources, international business, organizational behavior and strategy.

PHD SPECIALIZATION IN HR

The **HR specialization (HR)** focuses on understanding how work organizations can perform more effectively by better management of human resources. HR research aims to understand, identify and improve the effectiveness of HR practices domestically and abroad in the various functions and activities carried out as part of HR, and to determine the optimal fit between these practices and organizational strategies, cultures and performance. Major topics include recruiting, employee selection, performance management, learning, training and development; total rewards (compensation and benefits), and strategic human resource management. Fisher faculty study HR from multiple theoretical perspectives, a wide variety of research methods, and at the individual, team or group, organizational and cross-levels of analysis.

PHD SPECIALIZATION IN OB

The **OB specialization (OB)** focuses on understanding individuals and groups within an organizational context. OB researchers study the attributes, processes, behaviors and outcomes within and between individual, interpersonal, group and organizational levels of analysis. Major topics include individual characteristics and processes (personality, motivation, emotions), interpersonal processes (trust, social exchange, networks), group/team characteristics and processes (diversity, cohesion, conflict), organizational processes and practices (leadership, work design, socialization), contextual influences (culture, climate), and the influence of all of the above on individual, interpersonal, group and organizational outcomes (performance, creativity, stress and turnover).

FISHER'S OB/HR PHD PROGRAM



best PhD program in human resources, 2018
humanresourcesmba.net



in faculty citations in management textbooks, 2019
<https://doi.org/10.5465/amle.2017.0488>

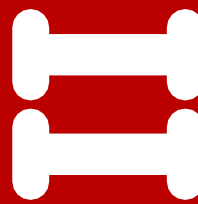


in research productivity among all U.S. business school management departments, 2021
<http://www.tamugarankings.com/rankings/2021-2/>

THE OHIO STATE UNIVERSITY



Offers one of the most extensive library systems in North America



Provides state-of-the-art facilities for living, dining and staying fit

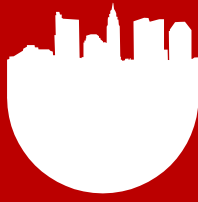


Is home to more than 1,000+ student organizations

CITY OF COLUMBUS



- ✓ 25 Fortune 500 companies and 56 Fortune 1000 firms
- ✓ A vibrant blend of arts, culture, and food options ([10 reasons to come to Columbus](#))



- ✓ 14th largest city in the United States
- ✓ Columbus is one of the best places for Millennials to work and live ([New York Times](#))

World-Class Thought Leaders

For more than a century, students and organizations have turned to Fisher's award-winning faculty for cutting-edge research and evidence-based insights.

These world-renowned thought leaders are dedicated to creating knowledge to help organizations face today's challenges, and developing the next generation of scholars who will positively impact their profession, communities and the world.

Our faculty are leading researchers in their fields and inspirations in the classroom. Of the 13 current tenure track OB/HR faculty:

- All have received awards and/or funding in recognition of their impactful research
- Ten have received awards for their teaching excellence
- Nine have been elected by their peers to leadership positions in professional organizations
- Four are Academy of Management and/or the Society for Industrial/ Organizational Psychology Fellows and have over 10,000 Google Scholar citations each (Judge, Klein, Noe, Tepper)
- One has published more top-tier articles than anyone else in the field, has over 100,000 citations, has been named the most influential researcher in the field, and has received a prestigious PhD mentoring award (Judge)
- Eight are serving, or have served, as editors or associate editors of major academic journals
 - ✓ Tracy Dumas, Senior Editor at Organization Science
 - ✓ Jia (Jasmine) Hu, Associate Editor at Journal of Applied Psychology
 - ✓ Kaifeng Jiang, Associate Editor at Personnel Psychology
 - ✓ Howard Klein, Editor-in-chief at Human Resource Management
 - ✓ Tanya Menon, Associate Editor at Management Science
 - ✓ Raymond Noe, Former Associate Editor at Journal of Organizational Behavior
 - ✓ Bennett Tepper, Former Associate Editor at Academy of Management Journal
 - ✓ Steffanie Wilk, Senior Editor at Organization Science
- Most faculty serve on the editorial board of top-tier journals including Academy of Management Journal (2 faculty), Journal of Applied Psychology (3 faculty), Organizational Behavior and Human Decision Processes (4 faculty), Personnel Psychology (3 faculty), Organization Science (1 faculty), and Journal of Management (4 faculty).



FACULTY AREAS OF EXPERTISE



Ben Campbell
Strategic Human Capital
Employee Mobility and Entrepreneurship
Internal and External Labor Markets



Kaifeng Jiang
Strategic HRM
Organizational Climates
HR Analytics



Howard Klein
Workplace Commitments
Employee Motivation
New Employee Onboarding



Tanya Menon
Groups/ Teams
Culture and Decision Making
Knowledge Sharing and Networks



Steffanie Wilk
Worker Mobility
Emotional Demands of Work
Pro-Social Behavior



Tracy Dumas
Diversity
Groups/ Teams
Personal/Professional Life Interface



Tim Judge
Leadership
Job Attitudes
Personality



Hun Lee
Leadership
Diversity
Prosocial Behavior



Raymond Noe
Informal Learning
Trainee Motivation
Mentoring Relationships



Jia (Jasmine) Hu
Prosocial Leadership
Team Motivation and Effectiveness
Remote Work



Kate Keeler
Research Methods
Music in the Workplace
Employee Well-being



Robert Lount, Jr.
Negotiations
Groups and Teams
Trust



Bennett Tepper
Managerial Leadership
Employee Well-Being
Counter-Productive Work Behavior

go.osu.edu/MHRresearch

In Our Students' Voices...



“I chose the PhD program in Organizational Behavior at Fisher because of the highly recognized and still very productive faculty members (in HR/OB). The fame of OSU’s former I/O psych and many OB faculty members who seem to succeed that legacy. This gave me the sense that I will be able to expand my research area to OB as well as strategic HRM. After admission (Why finally chose our program), I have the sense that I will be more cared for by the faculty members. Our program gave me signals that the faculty members I wanted to work with also wanted to admit me and were willing to advise me. I also receive “consistent” friendly and welcoming messages from faculty and the current Ph.D. students.

Sang Hoon Han
M.I.L.R., Cornell University
B.B.A., Korea University
Certified Public Accountant (CPA)



“I chose PhD program of Fisher because of the renowned faculty and the small size of PhD Program. Professors are not only productive in doing research but also supportive in caring for PhD students. From the beginning of my PhD journey, I was invited to work on several interesting projects, which allows me to learn the publication process and develop my own identity as a researcher. Also, the small size of our program provides a great opportunity for students to work with multiple faculty members, leading me to pursue diverse research interests. I am confident that Fisher will lead me to thrive in this academic journey and build strong background for my scholarly career.”

Hanho Lee
BA in Psychology, Chung-Ang University
MS in Business Administration, Seoul National University



“I chose to go to Fisher because it afforded me the best opportunity to work with fantastic productive faculty operating in areas which interest me. Being at Ohio State, by virtue of being so large and well resourced, also allows me to pursue the research methods which appeal to me in a way which I would not get anywhere else.”

Jake Rathjens
MBA, The Ohio State University
BA, Oberlin College



“My research interests are focused on strategic HR systems, and Fisher’s OBHR program is mature and comprehensive, with a high student/scholar ratio. Scholars have diverse research interests. We have many opportunities for collaboration.

Fisher OBHR program has ranked highly in top-tier publications in the past five years and average publication/scholar. Since Fisher only enrolls a few students yearly, I believe they are highly selected and passionate.

The scholars and students are super nice and generous. They understand our difficulties, both in research and life, and try to offer help. They always find opportunities to bond everyone together. We share joys and pains. I always feel touched and honored to be part of this program and to know these people. They are always supportive and trusting. I am having a wonderful time here.”

Xin Wen
M.A. University of Science and Technology of China
B.A. Hannan University

Alumni Spotlight



Hee Man Park, PhD '17

Assistant Professor of Human Resource Management
The School of Labor and Employment Relations at Penn State

How did the OB/HR PhD program at Fisher help prepare you for that position?

In addition to being a well-organized program with clear milestones, numerous opportunities to participate in high-quality research, and a strong emphasis on learning various theoretical foundations, the program and its advisors and mentors helped formulate my development as a scholar. The faculty's commitment to academic legacy and their dedication to the success of PhD students are exceptional.

How are you developing your research identity?

I still pursue this line of research with specific focus on benefits and costs of interpersonal relationships and how HR policies (e.g. reward, training) shape social environment (e.g. leader behavior) and social capital.

What drew you to Fisher to pursue your PhD?

The excellent and highly productive faculty members, the high faculty-to-student ratio, and opportunities to learn from other departments (e.g. psychology, sociology) and top PhD programs in the U.S. Additionally, it's location in Columbus provided a great living environment in a young, fun and still-growing city!

What advice would you give to someone trying to decide among PhD programs?

Knowing your specific research interest is important, but it can change over the course of your PhD program. Learning from faculty members with diverse research interests is important, and Fisher is an ideal place to do that.

What is your favorite memory from being in the PhD program at Fisher?

There are a few: walking from Fisher's campus to my favorite coffee houses and thinking about research ideas; knocking on the doors of faculty offices to have scholarly conversations and learn their perspectives, which was both challenging and invaluable. These faculty members pushed me hard to challenge conventional wisdom, which ultimately helped me grow.



Sarah Doyle, PhD '17

Assistant Professor of Management and Organizations
The Eller College of Management at the University of Arizona

How did the OB/HR PhD program at Fisher help prepare you for that position?

Fisher's program allowed me the opportunity to learn and take classes from faculty who are not only highly prolific scholars in our field, but who are also extremely approachable and willing to provide me with hands-on learning experiences to support the program's rigorous offerings.

How are you developing your research identity?

I am energized and excited about continuing to build upon the research I started as a PhD student. I am also looking forward to gaining new insights, perspective, and methodological techniques from my colleagues at the University of Arizona. Overall, I aim to continue to conduct important and impactful work to further our understanding about how social hierarchy and status affect peoples' experiences and behaviors within organizations.

What is it about Fisher that drew you to Fisher here to pursue your PhD?

I was attracted to the program at Fisher because of the outstanding faculty who are pioneering interdisciplinary, interesting and impactful research. Also, in light of my prior work and training in laboratory research at Duke University's Fuqua School of Business, I was very impressed with the behavioral lab at Fisher and resonated with the program's commitment to conducting impactful multi-method research. What ultimately led me to join the program, however, was the approachability and collegiality of the faculty and students.

What advice would you give to someone trying to decide among PhD programs?

The factors that lead someone to thrive in a PhD program may not be the same for everyone. Try not to base your decision solely on what others have or have not accomplished coming out of a specific program, and think about the things that you need to learn and succeed. Compatibility between your working style and that of your faculty mentors can be especially important.

What is your favorite memory from being in the PhD program at Fisher?

Receiving notice that my paper with Bob Lount, Steffanie Wilk and Nate Pettit was accepted for publication ranks high as a favorite memory. The paper was based on my second-year paper, and I was so proud that all of the time and energy we dedicated to that paper paid off. I remember being outside on a run when my phone pinged and I received the email. I immediately stopped running and called my advisor, Bob, to relay the news. We were so thrilled! It was a great moment.

Alumni Spotlight



Yuhan Zhan, PhD '21

Assistant Professor of Management
College of Business, Florida International University

How did the OB/HR PhD program at Fisher help prepare you for that position?

The rigorous training at the PhD program at Fisher equipped me with the knowledge and skills needed for an academic position. The faculty members are well-known in the field and highly committed to developing doctoral students. They have provided me with invaluable guidance and unending support. I got to learn how to turn a small idea into a publishable paper, how to conduct rigorous research step by step, and how to balance different responsibilities. Also, I have received tremendous support and help from my colleagues in the PhD Program, from collaborating on research projects to helping me prepare for the job market.

How are you developing your research identity?

I am energized and excited to continue my research aimed at providing a contemporary understanding of three areas of management: employee learning, applicant attraction to and employee attachment with organizations, and workplace diversity.

What drew you to Fisher to pursue your PhD?

The PhD program at Fisher is well-organized and highly structured with clear expectations and milestones. The world-class faculty are not only highly productive but also very experienced with mentoring students. Their dedication to the success of doctoral students is outstanding. Students are encouraged and given the opportunity to work with multiple faculty members. Because of the diverse research expertise of the faculty, the PhD program allows the flexibility for students to explore or change their research interests.

What advice would you give to someone trying to decide among PhD programs?

A PhD program is a long-term commitment, and succeeding in a PhD program depends on many factors. I would say compatibility is the key- from the compatibility of your goals with the program expectations to the compatibility of your research interests with those of the faculty.

What is your favorite memory from being in the PhD program at Fisher?

There are many: passing the comprehensive exam and dissertation defense; celebrating every accomplishment with others in the PhD program; brainstorming ideas and discussing projects with my advisor (Ray) in his office; the moment my advisor hooded me at the graduation



Seunghoo Chung, PhD '21

Assistant Professor of Management
Business School, The Hong Kong Polytechnic University

How did the OB/HR PhD program at Fisher help prepare you for that position?

Fisher's PhD program helped me learn how to publish papers through collaborative relationships with faculty members and doctoral students. The best part of being at Fisher is meeting great scholars who are always approachable and helpful to students' learning and growth. I was able to get numerous support from my advisor and other faculty members, who always care about my development.

How are you developing your research identity?

I am still trying to build and develop my program of research as a researcher. Mainly, I focus on how to better structure group settings to facilitate successful outcomes, with a particular interest in the factors that promote team performance. Additionally, I examine when and why team negotiations bring collaboration and yield high-quality negotiation outcomes.

What is it about Fisher that drew you to Fisher here to pursue your PhD?

I chose Fisher because of the many well-respected, research-active faculty members here who are willing to help and care about their students' success. Also, the city of Columbus is the best place for any doctoral student to enjoy and relax our lives with many good restaurants and fun activities.

What advice would you give to someone trying to decide among PhD programs?

Choosing your specific research interest from the beginning of your PhD program is difficult because it can change multiple times when you read more papers and learn more areas. I believe that learning from productive and diverse faculty will lead you to expose to many opportunities, and Fisher's PhD program can provide you with many resources.

What is your favorite memory from being in the PhD program at Fisher?

I was thrilled to hear my paper was accepted for publication for the first time during my PhD study. It was a great moment to see that my name was listed in the academic paper for the first time! My advisor, Bob Lount, and I were really happy about the news at that time, and I was proud of our author team. I could feel that all of the time and effort that we put were eventually paid off.

Alumni Spotlight



Shuxia (Carrie) Zhang, PhD '22

Assistant Professor of Management
Mike Ilitch School of Business, Wayne State University

How did the OB/HR PhD program at Fisher help prepare you for that position?

First, the faculty members at Fisher care deeply about students and are always happy to work with students to help us develop a strong research pipeline; Second, Fisher OB/HR Ph.D. program has very reasonable teaching loads and the courses we teach prepare us with rich teaching experience and skills; Third, the collaborative and caring culture among Ph.D. cohorts at Fisher OB/HR Ph.D. program helped us develop our collegiality, an attribute that employers value greatly.

How are you developing your research identity?

I have three takeaway messages to develop one's research identity: 1) have a general idea about what you want to do; 2) proactively seek out opportunities to work with faculty members whose research topics you are interested in; 3) connecting the dots and carefully choose your dissertation research question, as many employers define job candidates' research identity by looking at their dissertation topics.

What drew you to Fisher to pursue your PhD?

I chose the Ph.D. program in Organizational Behavior at Fisher because of the world-class faculty here and the small size of the program. The faculty here are excellent mentors who pay significant attention to Ph.D. students and are willing to work on joint projects with us. I feel grateful to have this opportunity to work with many recognized scholars in the field and I believe this program has prepared me for a successful academic career.

What advice would you give to someone trying to decide among PhD programs?

I think two factors are very important: 1) the fit between your research interest and that of the faculty members at the Ph.D. program; 2) talking to prior and current Ph.D. students to learn about the culture at the Ph.D. program: do faculty and student often work together? Do people care about each other? Can you always get the help you need?

What is your favorite memory from being in the PhD program at Fisher?

There are so many memorable moments I had in the Ph.D. program at Fisher that I cannot choose a favorite one. I miss the beautiful sceneries on the Oval and near Mirror Lake, the meals I had with faculty members and Ph.D. cohorts on high street and at Traditions, the days and nights we spent in the office on the second floor of Fisher Hall, and the heated discussions we had during Ph.D. seminars. But most of all, I miss the people at Fisher: supportive and knowledgeable faculty members and caring and loving Ph.D. cohorts, who helped me get through the ups and downs in my Ph.D. studies and who made my experience at Fisher Ph.D. program memorable and special.

Financial Support

All admitted PhD students are fully funded, including a stipend and tuition costs. In addition, students receive tuition waivers, subsidized health insurance and a waiver for many program fees. Funding is provided for five years (assuming adequate progress in the PhD program, as determined by program faculty.)

UNIVERSITY FELLOWSHIP

A limited number of university fellowships are available for highly qualified U.S. and international applicants, including those who have already received their master's degrees from other institutions.

GRADUATE ASSOCIATESHIPS

If not supported by a fellowship or other external funding, students are provided a graduate associateship and paid a very competitive stipend. During most semesters, this year-long associateship involves serving as a research assistant, working closely with faculty on research projects. For two semesters during years 3 - 5, the associateship involves teaching rather than research.

ADDITIONAL SUPPORT

Students are provided with computers and software. Funds are available to support additional software and data acquisition as needed. Travel to research conferences and doctoral consortia is also supported.

Admission & Application

The PhD program is designed for full-time students. The admissions process is extremely competitive, with over 100 applications received each year for just one to three openings in the program.

Applicants are required to take the Graduate Management Admission Test (GMAT) or Graduate Record Examinations (GRE). If your native language is not English, the university requires the Test of English as a Foreign Language (TOEFL). This requirement is waived if you have a degree from an English-speaking university. All non-native English speakers who are admitted to the program are required to take the Test of Spoken English (TSE) during their first year on campus.

It is strongly recommended that applicants submit their applications by December 15 in order to be considered for admission the following year.

Learn more

go.osu.edu/FisherPhDPrograms

Apply online

go.osu.edu/FisherPhDApp

Questions?

Contact Professor Jasmine Hu, PhD OB/HR program director

[614-292-1801](tel:6142921801)

hu.757@osu.edu